

## **Assessing Systemic Impact of Disaster and Terrorism**

**Method of Injury vs Context**

**Satellite Conference**

**Thursday, October 20, 2005**

**12:00-1:30 p.m. (Central Time)**

Produced by the Alabama Department of Public Health  
Video Communications Division

## **Faculty**

**Charles G. Cook, LSW**  
**Emergency Behavioral Health**  
**Professionals**  
**White Bear Lake, Minnesota**

## **Program Objectives**

- To measure behavioral health needs related to disaster or terrorist events as a function of method of injury within a definable context.
- To understand the impact of disaster and terrorism on the behavioral health system.

## **Program Objectives**

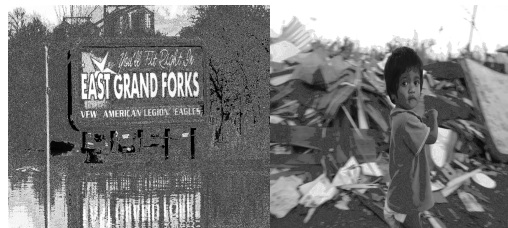
- To learn variable methods of assessing the psycho-social impact of disaster or terrorism on victims and the behavioral health systems responding.
- To learn the impact of outside resources, their value and their cost to existing resources.

## **Program Objectives**

- To learn how to plan for hosting requested and un-requested resources.

## **Measuring Capacity**

**Formula or Guesswork?**



## **The Formula**

$$\begin{aligned} &\text{System Capacity} \\ &+ \text{Readiness} \\ &= \text{Disaster Preparedness} \\ &- \text{Impact on System} \\ &= \text{Functional Capacity} \end{aligned}$$

## **Capacity**

- How much “fluff” is in your organization?
- How long can normal workloads be set aside?
- How many FTEs can be immediately devoted to disaster response?
- How much extra space do you have for added personnel?

## **Policy**

- What procedures are in place to reassign staff to disaster response?
- Will reporting lines change?
- Are there measures to adapt and realign freedom to act?
- Who has behavioral health authority in the overall response matrix?

## **Planning**

- When was your plan written/reviewed?
- How many have been oriented to the plan?

## **Planning**

- Does the plan identify:
  - Providers – specifically who will fill roles
  - Lines of authority including legislative authority
  - Funding mechanisms
  - Incident command structure
  - Redundant communication venues
  - Inter-governmental relationships
  - Intra-governmental relationships
  - Inter-agency relationships

## **Planning**

- Are NGO’s roles, responsibilities and relationships defined?
- Are private provider roles, responsibilities and relationships defined?
- Is the plan based on an “All-Hazards” approach?
- Are tasks and implementation steps detailed?

The U.S. Capitol Mall, 8:00 AM September 30, 2001



## **Expertise**

- Who and how many staff have expertise in:
  - Disaster mental health
  - Emergency response systems (FEMA, SEMA, Law Enforcement, etc.)
  - Crisis intervention
  - Psychological first aid
  - Outreach counseling skill
  - Mental health triage

## **Expertise**

- Who and how many staff have expertise in:
  - Incident command structures
  - Traumatic stress services
  - Administration of crisis programs
  - Grant writing
  - FEMA crisis counseling program
  - SAMHSA emergency response grant
  - Disaster psychiatry

## **Training and Technical Assistance**

- Do you have trainers identified?
  - Outreach counseling skills
  - Psychological first aid
  - Crisis intervention
  - Assessment and referral
  - Information and connection to resources
  - Behavioral health triage

## **Training and Technical Assistance**

- Technical assistance identified to:
  - Aid in project design and implementation.
  - Consult to administration regarding federal regulations, etc.

## **Planning For Media Management**

Oklahoma City, April 21, 1995



## Media and Disaster

- Designated PIO
- Pre-defined messages
- Media area assigned
- Media off limits areas
- Media relations protocol

## Media and Disaster

- Crisis Communication Training
- Crisis Communication Consultation



## Relationships

- Inter-agency roles and responsibilities
- Organizational relationships
- Who leads what?
- NGO
- Faith-based
- Private providers



## Authority

- Are clear lines of authority established?
- Do you know the legislative authority to accept disaster assistance funding?
- Roles assigned clearly?
  - Operations
  - Logistics
  - Policy
- Freedom to act
  - Shifting responsibilities

## Implementation Capability

- Does a mechanism exist to hire quickly?
  - Can you hire staff as employees or contract staff within a 5 day period?
  - 10 days?
- Contract quickly?
  - Can you execute a sole source contract for service delivery or technical assistance within 48 hours?

## Implementation Capability

- Deploy resources?
  - Can you fund or reimburse employees for expenses incurred in an emergency deployment?



## Disaster Preparedness

- Capacity
- Administrative planning
- Fiscal planning
- Training and skill building
- Organizational clarity
- Resource identification
- Authority to act
- Relationships built

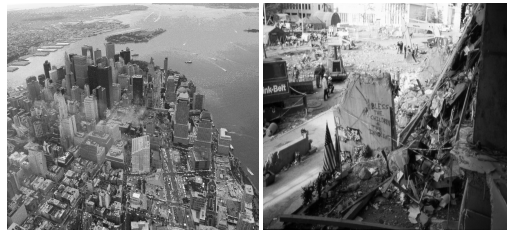
## Disasters Are Political



## Disasters Are Political

- Internal noise
  - Stakeholders and constituents
  - Executive input
  - Satisfying bureaucracy
- External noise
  - Expectations of funders
  - Expectations of victims
  - Information glut

## Symbolic Impact



## Method Of Injury

- Natural disaster
  - hurricane, earthquake, tornado, flood
- Man-made accidental or incidental
  - chemical spill, plane crash, building failure
- Man-made purposeful
  - school shooting, arson, criminal activity
- Terrorism
  - WMD, CBRNE

## Method Of Injury

- Hurricanes/Typhoons/Cyclones

- Floyd
- Hugo
- Andrew
- Katrina
- Mitch
- Pongsona
- Paka



## Tornadoes

- Wichita Kansas, 1999: Camilla, Georgia, 1999: St. Peter, MN, 2000: Grantsburg, WI, 2001



## Floods

- Great Midwest Flood, 1993
  - Wisconsin
  - Illinois
  - Iowa
  - Missouri
  - Minnesota
  - North Dakota
  - South Dakota
- Winter Storm Flooding
  - California, 1995

## Man-made, Accidental - Incidental

- Kansas City Hyatt, Missouri
  - 1981, 114 dead
- MGM Grand Fire, Nevada
  - 1980, 87 dead
- Cerro-Grande Fire, New Mexico
  - 400 homes destroyed, 2 dead
- Rodeo-Chediski Fire, Arizona
  - 2002, 185 homes, 500,000 acres, 0 dead
- Station Nightclub Fire, Rhode Island
  - 2003, 100 dead, 187 injured

## The Station Night Club Fire,

Warwick, RI

February 17, 2003

*100 dead, 187 treated in 15 hospitals,*

*117 released within 24 hours,*

*70 admitted, 43 Critical*



## Man-made, Purposeful

- Columbine School Shooting,
  - 1999, 14 dead, 20 injured
  - Cost, \$50 million
- LA Civil Unrest
  - 1992, 60 dead, 2,000 injured, 3,600 fires
  - Cost \$800 million - \$1 billion
- Red Lake School Shooting
  - 2005, 10 dead, 7 injured



## Terrorism

- Oklahoma City Bombing
  - 1995, 168 dead
- September 11, 2001 Terrorist Attacks
  - 3,000 plus dead, billions
- Anthrax Attacks, Washington DC
  - 2001, 9 dead in DC, 1 in Connecticut
- 250,000,000 afraid and anxious



## Who Is Affected?

- Everyone who sees the disaster is affected by it
- Serve needs of primary, secondary and tertiary victims



## Context Determines Need

- Prioritize needs
- Meet needs as they exist
- Identify resources
- Identify emerging need
  - Individual
  - Community
  - Helpers
- Inform persons in power
  - Data
  - Analysis

## Context of Impact

- Disasters start and end locally
- Rural, urban, frontier
- Special populations impacted
- Socio-economic factors
- System capacity and capability
- Leadership
- Preparedness
- Collaborative resources

## **Leadership**

**Not all leaders are equipped  
to manage chaos.**

**Those that could be are sometimes  
taken out of the game.**

## **What if it's your building?**



## **Context Of Impact**

- **Social infrastructure**
- **Human service system**
- **Economic impact**
  - **Jobs lost**
  - **Tax base**
  - **Resource production**
- **Pre-disaster stability**
- **Demographics**

## **Hosting Resources**

- **The Feds**
  - **Federal Emergency Management Agency**
  - **SAMHSA**
- **Experts**
- **Authorities**
  - **State**
  - **Local**
- **Helpers**

## **Measuring Impact**

- **CMHS damage assessment formula very limited**
  - **Unusable in non-declared events**
  - **Does not account for culture or context**
- **Empirical study primarily limited to DSM criteria**
  - **Tends to indicate sequelae, but not service needs**

## **What Services Are Needed?**

- **Outreach**
- **Compassionate witness**
- **Building connection**
- **Education**
- **Advocacy**
- **Follow-through**
- **Protection**
- **Problem-solving**

## **What Needs To Be Accomplished?**

- Psychological first aid
  - Safety and security
  - Basic needs
  - Reducing stimuli
  - Compassionate presence
  - Direction
  - Connection

## **Counseling**

- Triage
- Listening and reassurance
- Psycho-education
- Connecting to resources
- Referral
- Crisis intervention
- Problem solving

## **Goals of Behavioral Health**

- Reach out
  - Not office based
  - Targeting all victims
- Witness the story
  - Acknowledge difficulty
  - Define a new reality
- Connect with resources
- Prevent maladaptive behavior
- Problem solve

## **Outreach Sites: Where Survivors Are**

Florida, 2004 Disaster Recovery Center



## **Special Programming**

- First responders
  - Police
  - Fire/Rescue
  - EMS
- Volunteers
- Utility workers
- Government personnel

## **Measuring Need**

- Formula to measure resources
  - Impact on available resources
  - Resources used by outside parties, (i.e., Red Cross, NOVA, Feds)
- No formula for service design
  - How much outreach?
  - How much treatment?
  - How much community education?
  - How much assessment?

## **Functional Capacity**

- Existing capacity
- Preparedness levels
- Available resources
- Method of injury
- Context of impact
- Leadership ability
- Needs of victims
- Access to serve

## **The Formula**

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## **Questions and Concerns are Welcome**

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## **Upcoming Programs**

Response Worker Health and Safety  
in a Post Katrina World:  
Protecting the Protectors  
Tuesday, October 25, 2005  
12:00-1:30 p.m. (Central Time)

For a complete listing of upcoming  
programs visit: [www.adph.org/alphtn](http://www.adph.org/alphtn)